SECTION 1. GOVERNANCE, LEADERSHIP, AND FUNDING

Objective:

To provide library service based on accountability, sound management practices, and adequate funding.

The organization, governance, and funding of South Carolina public libraries are delineated within the **Code of Laws of South Carolina** statutes and administrative rules. These standards set forth principles to ensure a sound basis for the governance and funding of local public library service. The library director provides a critical role in providing leadership and a vision for future library development.

1.1 PUBLIC LIBRARIES HAVE A CLEAR, LEGAL BASIS FOR ESTABLISHMENT, GOVERNMENTAL ORGANIZATION, AND FINANCIAL SUPPORT.

	Yes	No	Planned	Not Planned	N/A
The library has been established in accordance with state and local codes and ordinances.					
The library maintains tort insurance ____ Basic Level In accordance with the minimum established by the SC Tort Claims Act, **Code of Laws of SC**, S 15-78-120 ____ Full Level In accordance with the maximum established by the SC Tort Claims Act, **Code of Laws of SC**, S 15-78-120 ____ Comprehensive Level In excess of the maximum established by the SC Tort Clams Act, **Code of Laws of SC**, S 15-78-120					

1.2 THE LIBRARY HAS A GOVERNING BOARD TO ESTABLISH LIBRARY POLICY.

	Yes	No	Planned	Not Planned	N/A
The library has a governing board of seven (7) to eleven (11) members.					
Board appointments and terms are in compliance with State statute.					

The board's membership reflects the demographics of the population served by the library.					

	Yes	No	Planned	Not Planned	N/A
The board actively recruits candidates for board membership with expertise in areas needed for future library development and makes recommendations to county council.					
The board annually elects a chairman, vice-chairman, secretary, treasurer, and such other officers as it deems necessary.					
The board has a regular schedule of meetings and minutes which are available for public distribution and inspection.					
The board has written bylaws which are reviewed at least every three years. (See **Appendix A** for bylaws checklist.)					
The library director and current board chair provide an orientation for new board members. (See **Appendix B** for checklist.)					
The library director and the outgoing board chair provide an orientation session with the new board chair.					
The library director and the outgoing board treasurer provide an orientation session with the new board treasurer.					
The board and individual board members participate in continuing education opportunities provided by the South Carolina State Library, the South Carolina Library Association, the Trustees Section of the South Carolina Library Association, the American Library Association, and other organizations.					
The board hires the director and annually evaluates the director's performance.					

1.3 THE BOARD HAS WRITTEN POLICIES TO GOVERN LIBRARY OPERATION.

	Yes	No	Planned	Not Planned	N/A
The library director prepares written policies for the library board's review and adoption.					
The board has adopted policies to govern library personnel which are not in conflict with the policies established by the governing body of the county. (See **Appendix C** for Human Resources (Personnel) Policies checklist.)					

	Yes	No	Planned	Not Planned	N/A
The board has adopted policies to govern library financial operation which are not in conflict with the policies established by the governing body of the county.					
The board has adopted policies to govern library procurement which are not in conflict with the policies established by the governing body of the county.					
The board has adopted policies to govern services provided by the library.					
The board has adopted the ALA Library Bill of Rights and the ALA Freedom to Read Statement. (See **Appendix D** for these ALA Documents.)					
The library director develops written procedures for implementation of board policies.					
The library makes all policies available to the public upon request.					
Copies of current policies are readily available in each location and easily accessible by staff.					
The library has written policies that have been adopted by its governing board and administrative procedures developed by the library administration to ensure consistency throughout the library system, including the following areas:					
Access (ADA)					
Accessibility to electronic information					
Borrowing privileges					
Circulation of materials					
Collection management (including selection, withdrawal & preservation of materials)					
Communication with press & news media					
Confidentiality of customer records					
Countywide access to library service					
Criteria for establishing/discontinuing bookmobile stops					
Criteria for establishing/closing of branches					
Customer code of conduct					
Customer service					
Display and distribution of unsolicited material					
Emergency and disaster plan					
Equipment use by patrons and/or by staff					
Exhibits and displays					

	Yes	No	Planned	Not Planned	N/A
Financial management (budget, use of funds, audit, etc.)					
Fines and fees					
Foundations/Endowments					
Freedom of information					
Friends of the Library organization(s)					
Gifts and donations					
Handling of customer complaints					
Hours of operation					
Intellectual freedom					
Interlibrary loan					
Meeting/conference room use					
Personnel					
Programming					
Publicity and public relations					
Reciprocal borrowing					
Reference service					
Resident and non-resident use					
Safety and security					
Staff development					
Staff dress code					
Volunteers					

1.4   THE LIBRARY HAS A WRITTEN THREE (3) TO FIVE (5) YEAR LONG RANGE PLAN APPROVED BY ITS GOVERNING BOARD.

	Yes	No	Planned	Not Planned	N/A
The library has a written long range plan that outlines a vision and establishes a mission and goals to provide quality service.					
The plan is based on a review and assessment of community library service needs.					
The plan has been approved by the library board.					
The plan is reviewed and revised annually.					
The plan is available to all citizens.					
The library has a current capital improvement plan.					
The library is included in the local government's capital improvement plan.					

1.5   THE LIBRARY CONDUCTS COMMUNITY STUDIES AND MAKES USE OF OTHER NEEDS ASSESSMENT TECHNIQUES TO ENSURE COMMUNITY

PARTICIPATION IN THE DESIGN AND DELIVERY OF LIBRARY SERVICE.

	Yes	No	Planned	Not Planned	N/A
The library has, within the past five (5) years, conducted a community survey, held focus group sessions, sponsored public meetings or used other needs assessment techniques to obtain citizen input.					
The library has reviewed community data and existing studies and plans, including comprehensive plans, to identify trends that may affect future demands for services.					

1.6 THE LIBRARY USES A VARIETY OF INDICATORS AND MEASURES TO DETERMINE THE EFFECTIVENESS OF ITS SERVICES.

	Yes	No	Planned	Not Planned	N/A
The library collects statistics in the following areas for users of all ages:					
Browsers' fill rate					
Circulation per capita*					
Circulation per hour*					
Circulation per staff hour*					
Cost per circulation					
Customer/non-customer characteristics					
Document delivery rate (7-days, 14-days, 30-days)					
Funding (by source) per capita*					
In-library materials (print, non-print, electronic) use per capita					
Library use as compared to public use of other community services and events					
Library visits per capita*					
Number of items added to the collection*					
Number of items owned/accessed (print, non-print, electronic)*					
Number of items owned per capita*					
Number of programs and per capita attendance*					
Number of terminals for public use*					
Percentage of items withdrawn from the collection*					
Reference transactions per capita*					

	Yes	No	Planned	Not Planned	N/A
Registered borrowers as compared to total population*					
Title, reference, and subject/author fill rate					
Turnover rate					
*Asterisked statistics to be collected at least annually					

1.7 THE LIBRARY DIRECTOR PROVIDES LEADERSHIP AND COMMUNICATION TO STAFF, LIBRARY BOARD, AND LOCAL GOVERNMENT.

	Yes	No	Planned	Not Planned	N/A
The library director holds regular staff meetings.					
The library director issues monthly narrative and statistical reports to the Board.					
The library director uses a variety of methods to foster communication with staff.					
The library director uses a variety of methods to foster communication with the community.					
The library director uses a variety of methods to communicate with local government.					
The library director involves staff in planning and experimenting with new ideas and innovative programs.					
The library director provides opportunities for staff development.					
The library director provides opportunities for staff cross-training.					
The library director informs appropriate bodies (such as library board, staff, Friends, local government) of impending state and federal legislation affecting libraries.					

1.8 THE LIBRARY RECEIVES ITS BASIC FUNDING FROM THE LOCAL GOVERNING UNIT.

	Yes	No	Planned	Not Planned	N/A
The library maintains or increases its financial per capita support each year.					
The library compares its funding level in relation to similar libraries.					

	Yes	No	Planned	Not Planned	N/A
The county provides funding necessary for capital improvements.					
The county provides funding necessary to operate the library system.					
The library works with the State Library and other groups and organizations to secure additional funds to enhance library services.					
The library seeks additional funding sources to enhance library services.					

1.9 THE LIBRARY HAS FISCAL PROCEDURES AND FINANCIAL MANAGEMENT PRACTICES CONSISTENT WITH GENERALLY ACCEPTED ACCOUNTING PRACTICES OF THE GOVERNMENTAL ACCOUNTING STANDARDS BOARD.

	Yes	No	Planned	Not Planned	N/A
The library director prepares the annual library budget, utilizing the budgetary guidelines provided by its governing board, with input from staff.					
The library director presents the budget to the library board for recommendations, review, and adoption prior to submission to the county government.					
The library director presents monthly financial reports to the library board for information.					
The annual audit of the library (conducted by a CPA) is reviewed by the library board.					

1.10 THE LIBRARY HAS ESTABLISHED A FRIENDS OF THE LIBRARY ORGANIZATION.

	Yes	No	Planned	Not Planned	N/A
The Friends of the Library organization has bylaws that include a stated purpose, role and responsibilities, and relationship with the library board and administration.					
If the library has individual Friends of the Library organizations for branches, bylaws are not in conflict with the bylaws of the Friends of					

	Yes	No	Planned	Not Planned	N/A
the Library organization for the library system.					
All Friends of the Library groups within a library system coordinate activities.					
County and regional Friends of the Library organizations participate actively in Friends of SC Libraries (FOSCL).					

1.11   THE LIBRARY HAS ESTABLISHED A FOUNDATION OR ENDOWMENT.

	Yes	No	Planned	Not Planned	N/A
The library director works with the board to establish and maintain a foundation or endowment to enhance services.					
The foundation or endowment has bylaws that include a stated purpose, role and responsibilities, and a description of the relationship with the library board and administration.					
Foundation/Endowment funds are not used to provide basic library services.					

Additional Resources
on
Governance, Leadership & Funding

American Library Association**. ALA Handbook of Organization and Membership Directory.** (Annual) (020.6)

American Library Association. **PLA Handbook for Writers of Public Library Policies**. ALA, 1993. (027.4)

American Library Association. **Public Library Data Service**. (Annual) (027.473)

Baltimore County Public Library. **Help Manual: A Guide for Emergency Situations**. The Library, 1995. (025.1)

Bremer, Suzanne W. **Long Range Planning: A How-To-Do-It Manual for Public Libraries.**   Neal-Schuman, 1994. (027.073)

Buckland, Michael Keeble. **Redesigning Library Services: A Manifesto**. ALA, 1992. (025.524)

Childers, Thomas and Nancy Van House. **What's Good? Describing Your Public Library's Effectiveness**. ALA, 1993. (021.7)

Cirino, Paul John. **The Business of Running a Library: A Handbook for Public Library Directors**. McFarland, 1991. (027.4)

Clowe, Faye. **Forming and Funding Public Library Foundations**. Written by Faye Clowe and edited by Daniel G. Zack. PLA, 1993. (021.83)

Cohn, John, Ann Kelsey, and Keith Michael Fiels. **Planning for Library Automation: A How-To-Do-It Manual for Librarians**. Neal-Schuman, 1992. (025)

Dolnick, Sandy. **Friends of Libraries Sourcebook**. ALA 1996. (021.7)

Dolnick, Sandy. **Friends in Action** (video recording). Wilson, 1991. (VT 0061)

Florida Library Association. **Standards for Florida Public Libraries: A Vision for the 21st Century**. 1995. (027.4759)

Fortson, Judith. **Disaster Planning and Recovery: A How-To-Do-It Manual for Librarians and Archivists**. Neal-Schuman Publishers, 1992. (025.84)

Freedom of Information Act. Code of Laws of South Carolina, 1976. Annotated. S 30-4-10 et seq., as amended.

Gertzog, Alice. **Administration of the Public Library**. By Alice Gertzog and Edwin Berkerman. Scarecrow, 1994. (025.1)

Hall, Richard B. **Winning Library Referenda Campaigns: A How-To-Do-It Manual**. Neal-Schuman Publishers, 1995. (021.7)

Herring, Mark Youngblood. **Organizing Friends Groups: A How-To-Do-It Manual for Librarians.** Neal-Schuman, 1993. (021.7)

Himmel, Ethel E. **Planning for Results: A Public Library Transformation Process**. By Ethel Himmel and William James Wilson with the ReVision Committee of the Public Library Association. The Guidebook – v.2. The How-to-Manual. ALA, 1998. (025.1974)

Home Rule. Code of Laws of South Carolina, 1976. Annotated. S 4-9-10 et seq., as amended.

In Service to Iowa: Public Library Measures of Quality. State Library of Iowa, 1997. (027.4)

Kids Welcome Here! Writing Public Library Policies That Promote Use by Young People. NY Lib. Assn., 1990. (027.625)

Kinney, Lisa. **Lobby for Your Library: Know What Works**. ALA, 1992. (021.8)

Lawrimore Communications, Inc. **York County Library Community Needs Assessment**. York County (SC) Library, 1997. (021.2)

Leading the Way: Creating a Board that Works. Urban Libraries Council, 1997. (VT 0803)

Levels of Library Development. Oklahoma Library Association/Oklahoma Department of Libraries, Public Library Standards Committee. 3rd edition. The Department, 1993. (027.4)

Library Performance, Accountability, and Responsiveness: Essays in Honor of Ernest R. DeProspo. Ablex, 1990. (025.1)

The Library Trustee: A Practical Guidebook. Edited by Virginia G. Young. 5th edition. ALA, 1995. (021.82)

Lueder, Dianne. **Administrator's Guide to Library Building Maintenance**. By Dianne Lueder and Sally Webb. ALA, 1992. (022)

McClure, Charles, et al. **Planning and Role Setting for Public Libraries**. ALA, 1987. (027.4)

Patron Behavior in Libraries: A Handbook of Positive Approaches to Negative Situations. Edited by Beth McNeil and Denise J. Johnson. ALA, 1996. (025.5).

Public Library Standards for Colorado. Colorado State Library & Adult Education Office, 1997. (027.4788)

Reed, Sally Gardner. **Saving Your Library: A Guide to Getting, Using, and Keeping the Power You Need**. McFarland, 1992. (021.83)

Rounds, Richard S. **Basic Budgeting Practices for Librarians**. 2nd edition. ALA, 1994. (025.1)

Sager, Donald. **Managing the Public Library**. Hall, 1989. (027.4)

Short, Jack. **Library Trustee Guidelines**. Consultant, 1994. (021.82)

South Carolina Public Library Annual Statistical Summary. SC State Library. (L6165 3.P81)

South Carolina Public Library Trustee Manual. SC State Library, 1988. (021.82)

South Carolina State Library Annual Report. (Annual) (6165.1)

Standards for Public Library Service in Ohio. 1998 Revision. Ohio Library Council, 1998. (027.4)

Statewide Library Legislation. Code of Laws of SC. Annotated. S 4-9-35 et seq., as amended.

Sutton, Dave. **So You're Going to Run a Library: A Library Manager's Primer**. Libraries Unlimited, 1995. (025.1)

Swan, James. **Working Together: A How-To-Do-It Manual For Trustees and Librarians**. Neal-Schuman Publishers, 1992. (021.82)

2001, a Space Reality: Strategies for Obtaining Funding for New Library Space. ARL, 1994. (025.11)

Turock, Betty J. **Creating a Financial Plan: A How-To-Do-It Manual for Librarians**. By Betty J. Turock and Andrea Pedolsky. Neal-Schuman Publishers, 1992. (025.11)

Van House, Nancy A. **Output Measures for Public Libraries: A Manual of Standardized Procedures.** ALA, 1987. (027.473)

Van House, Nancy and Thomas Childers. **The Public Library Effectiveness Study: The Complete Report**. ALA, 1993. (027.473)

Wade, Gordon S. **Working With Library Boards: A How-To-Do-It Manual for Librarians**. Neal-Schuman Publishers, 1991. (021.8)

Wagner, Mary M. **A Focus Group Interview Manual**. ALA, 1994. (025.1)

Walter, Virginia A. **Output Measures for Public Library Service to Children: A Manual of Standardized Procedures**. ALA, 1992. (027.625)

Walter, Virginia A. **Output Measures and More: Planning and Evaluating Public Library Services for Young Adult Services in Public Libraries**. ALA, 1995. (027.62)

Weigand, Darlene and Dorothy Sinclair. *Administration of the Small Public Library*. 3rd. ed. ALA, 1992. (027.4)